

UUCB Growth Plan - DRAFT

Submitted by the Executive Committee** of UUCB's

Growth Strategy Team

April 2016

The Growth Strategy Team is a subcommittee of UUCB's Membership Committee, convened in April 2015. Its mission is to develop, maintain, communicate and implement a Growth Plan that aligns Membership's inreach and outreach efforts with each other and with UUCB's Programs in service of the mission of the church.

Original team members included:

- Gail Simpson, Convener
- Paul Hudson, Membership Committee Co-Chair for Outreach
- Lonnie Moseley, Membership Committee Co-Chair for Inreach
- Tony Bushman, Member of Board of Trustees
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EXECUTIVE SUMMARY

Summary by Growth Strategy Team

Exec Committee
Gail Simpson, Convener
Lonnie Moseley
Paul Hudson
Linda Laskowski

Statement from UUCB's Growth Strategy Team (Growth Plan Summary for the Search Committee, 11/3/15)

UUCB's official growth goal is to increase the congregation from a membership of 386 to 450 members by 2020. The Inreach and Outreach Teams of the Membership Committee are already implementing a number of best practices that have achieved a turnaround in membership and give us confidence that this goal is achievable.

But this is an incomplete picture of UUCB's growth prospects. Early this year, the Membership Committee established a new subcommittee, the Growth Strategy Team, charged with developing, maintaining, communicating and implementing a Growth Plan that aligns Membership's inreach and outreach efforts with each other and with UUCB's Programs in service of the mission of the church.

This Team concluded that its best contribution to the future of UUCB is to challenge our community by delivering a plan with a radical growth goal – to reach a membership of 1,000 in five years. Some of the most vital and energetic leaders in the church are already engaged in crafting this plan, which will be completed by early 2016.

A Vision for UUCB in the 21st Century

One of the Growth Team's first tasks is to rethink how UUCB meets the needs of the world, in terms that speak to people of the 21st Century. The team is early in this deliberation, but it has chosen some preliminary themes, including UUCB's role as:

- A sanctuary against consumerism, where people experience authentic relations unmediated by commercial interests
- A place that models civil discourse and respectful disagreement
- A gathering place where people of every race, gender identity and age can discover and pursue their calling to make the world a better place; our programs support intellectual and spiritual inquiry, social justice, and artistic and compassionate expression
- A sacred space that calls people to their best selves, providing hope and inspiration in a continuous community that provides support through all the phases of a lifetime
- An organization and community that empowers members with entrepreneurial vigor and supports them in developing the leadership and organizational skills to make the world a better place. UUCB as a moral and spiritual incubator for collaborative social entrepreneurship becomes a foundation of building a new and relevant social institution for the 21st Century.

Sources and Methods of Growth

The team will initially focus on recruiting new members from four or five categories of newcomers, aspiring to recruit 100-125 new members from each over the course of the five-year period. The preliminary list includes:

1. Raised or self-identified UU's, not currently affiliated with a congregation
2. Families looking to raise children with UU values
3. Activists looking for an enduring community where they can share the work for justice-making
4. Musicians/artists drawn to express UU values
5. People seeing a sanctuary from, or source of active resistance to, the relentless commercialism/consumerism that surrounds us

The plan includes a message, method and channels tailored for reaching each group. It outlines the responsibilities for the Outreach and Inreach Teams. Additionally, it calls on each Program to create a clear, thoughtful, inviting and consistent "Path to Engagement," designed to identify and engage any newcomer whose personal journey calls them to the Program's mission. Finally, the team will work with church staff and leaders to develop a feasible task plan, timeline and budget.

Within the church, there is a desire to explore growth in many directions, including a focus on age, gender orientation and racial diversity and on expansion to other or additional locations. The team believes that UUCB can earn the right to grow in these directions by thriving and demonstrating relevance to the concerns of diverse communities, and by outgrowing its current space.

This plan must also work in concert with the existence of absolutely extraordinary worship experiences on Sundays. Each and every one of the newcomers who are drawn to or find their way to UUCB by either our traditional or new growth model must have an experience on each and every Sunday that, for lack of a better term, makes their jaws drop. Newcomers and members alike absolutely cannot miss the connections, the joys, the tears, the music, the transcendent sharing of lay people and ministers alike. UUCB becomes a priority in the lives of each and every member, and eventually in the lives of newcomers who join us in community.

Towards 1,000 Members by 2020

A. MODEL FOR GROWTH

1. Add new Members
 - Get more first-time visitors, by targeting groups whose needs can be met by current UUCB programs. Radical growth would result from obtaining only 100 new members in EACH of these categories:
 - Self-Identified, but currently unaffiliated UU's
 - Families seeking a liberal religious community in which to raise children
 - Musicians and Artists who are drawn to expressing UU values
 - Social activists and justice-makers who find fellowship and support at UUCB
 - Get first time visitors to return, by creating extraordinary experiences for them at every opportunity from first greeting, through the worship experience and introduction to programs
 - Convert Visitors/Friends to Members by creating an effective "Path to Engagement" to each of our Core Programs:

- Worship/Ministry
- Social Justice
- Adult Education
- Family Ministry
- Music and Arts

2. Maintain current Members through engagement with programs

B. PHASES OF GROWTH

Phase I: Establish Foundation for Growth

- Core Programs create and refine “Paths to Engagement”
- Membership facilitates handoff between Greeters and Programs
- Design team updates esthetics of the public spaces
- Worship Team works to optimize/integrate worship experience
- Outreach prepares budget, messages and channels for each target category

*We are here!!
Solano Stroll, Sept 11, 2016
Our first All-Church outreach to
the larger community*

Phase II: Launch Outreach, Monitor Growth (350-500 members)

- Execute on Outreach Plan
- Track Membership “pipeline” from 1st time visitors through membership and sustained engagement

Phase III: Sanctuary at Capacity (500 members?)

- Add Minister to grow UUCB’s young adult membership
- Upgrade to 21st Century technical and audio/visual capacity
- Expand transportation options: BART shuttle, paratransit
- Add worship services, to satisfy demand for:
 - Different times?
 - Different music, style?

Phase IV: Diversify (600 members?)

- Add professional PR capacity to promote UU values; develop local and regional profile for liberal religious leadership
- Campus ministry
- Pay Sunday School teachers, youth advisors
- ?

Phase IV: Outgrow Kensington Mother-Church (1000 members?)

- Satellite venues ??

1. BACKGROUND

Co-chairs, Paul Hudson and Lonnie Moseley run the Membership Committee. Paul is in charge of UUCB's Outreach. His team works to get new people to visit UUCB. Lonnie takes responsibility for Inreach, which focuses on greeting these newcomers, getting them involved in the church, and helping them along the path to membership.

At a Membership Summit in December 2014, the Co-chairs created an Outreach Strategy Team charged with exploring more effective Outreach practices. At initial meetings, that Team recognized the importance of having an integrated strategy for Outreach and Inreach, and that success would result in growth.

This document, UUCB Growth Plan, is the result of the work of that Team, which came to be known as the Growth Strategy Team.

1.1 The Mission of UUCB

In 2013, the Congregation adopted these Mission and Ends Statements:

MISSION: The mission of the Unitarian Universalist Church of Berkeley is to create loving community, inspire spiritual growth, and encourage lives of integrity, joy and service.

VISION: The Unitarian Universalist Church of Berkeley is a welcoming and vibrant congregation. We joyously support spiritual development guided by individual faith, reason, and conscience. We are committed to serving one another, the church community, the community at large, and the global community. We foster a spirit of generosity and trust that encourages care for our church home, and affirms diversity and relationships consistent with Unitarian Universalist principles.

GLOBAL END: SUSTAINABILITY

The Global End is to be achieved by working toward these specific six Ends:

1. **Spiritual Growth:** Seekers can pursue their spiritual growth and transformation within the context of the covenanted UU community.
2. **Faith Formation:** Children, youth, and adults experience and explore the wisdom that all religions have to offer and can express UU principles and values.
3. **Generosity:** Congregants experience a shared richness of love and spiritual growth that inspires greater generosity of time, talent, and treasure.
4. **Community:** People are loved, valued, and connected.
5. **Faith in Action:** Congregants can fulfill the UU values of social and environmental justice, and community organizations experience UUCB as an active and dynamic partner in this work.
6. **Spiritual Home:** People of all ages and backgrounds find a spiritual home in this supportive, affirming religious community.

These statements are intended to be broad enough to support a wide vision. Indeed, for purposes of focusing our attention on growth, we outline a vision for the future of UUCB that is consistent with these statements, but defines and operationalizes more specific goals and methods to achieve them.

1.2 Current Growth Goals

The church's current target is to grow from 386 members in September 2015, to 450 members by 2020. Meeting this goal requires an annual net increase of 13 members. This goal is reasonable. It is based on norms observed in comparable churches, as well as a careful study of our own history. The prevailing formula for a net increase of 13 new members per year suggests that UUCB will:

- Host 260 newcomers
- Convert 20% to become members, or 52 of 260 newcomers
- Maintain an attrition rate (from deaths, moves and dropouts) of no more than 10%, or 39 members

The Membership Committee is already implementing a number of best practices in the belief that we can achieve this growth target. These include:

- Sunday Morning Welcome Table and trained Greeters
- Brochures targeted to specific groups (Family Ministry, Solano Stroll, etc)
- Improved presence on the Web and a range of social media such as Twitter, Facebook, Instagram
- Various other initiatives: Good Neighbor Outreach, Invite Your Friends Services and Resource Materials, Solano Stroll Booth, Outreach speakers events with Family Ministry.

With effort and some luck, it is reasonable to believe that on its current trajectory, UUCB can meet this growth goal.

1.3 Team's Approach

CHALLENGE: 1,000 members by 2020

The Growth Strategy Team believes its best contribution to the future of UUCB is to challenge our community by delivering a plan with a radical goal – to reach a membership of 1,000 in five years.

OBJECTIONS: There are many reasons to dismiss this challenge. Across the nation, mainstream churches are shrinking and disappearing. Church has never seemed less relevant to a whole generation of young people than it seems today. Furthermore, there are many reasons to be discouraged specifically about UUCB: We do not seem well positioned to appeal to the next generation: we are located in suburb with poor public transportation; we feel uncertain whether our music and style of liturgy can be the basis for growth. Our current demographic pattern is typical of declining churches: lots of seniors; and a conspicuous absence of childless members in their 20's and 30's¹.

And if these weren't enough to dismiss the challenge, there are objections on the other side: we don't have enough parking; our neighbors would object to the increased traffic; and our facility would get over-crowded if we doubled the size of the congregation.

¹ We are pleased that the Family Ministry program has attracted many parents in that age range.

But by far, the most difficult problem concerning substantial growth, is that members of UUCB would need to change how they think about their church.

Overcoming these objections alone, is a big task. Why does the Growth Strategy Team want to raise this challenge now?

RATIONALE: There is really only one answer: We believe that the work of UUCB is vitally important. It is important to our members, our community, our nation and the world.

The “Global End” adopted by UUCB is “Sustainability.” UUCB must do more than survive. The important work we have defined for ourselves is fostering spiritual growth, a spiritual home, community, faith formation, faith in action, and generosity. If we believe the world needs these things, then we must figure out how to thrive.

We base our growth plan on a vision of how UUCB can achieve these ends using language, concerns and methods that define the 21st Century.

There are few other institutions that can do what we do. This work must be done - with intention, with passion, with love and with joy.

A 21st CENTURY CHURCH

The Need

People feel systematically overwhelmed and inconsequential. For decades, we have been subjected to advertising designed to convince us that happiness is achieved through consumption. The messages have never been more refined and predatory than they are today. And, even as we see the consequences of this consumption threaten the world our children will inhabit, we feel helpless.

We have lost faith in our political system to serve the people, in the media to create a platform for civil discourse, in our educational institutions to nurture civil society. We are surrounded by a popular culture that glorifies bigots and bullies. And we are still processing the most profound change in the human experience since the invention of the printing press. The information revolution is creating a puzzling, new kind of world citizen, defined by new ideological, generational and socio-economic categories.

People are moved by the injustice, suffering, and pain they see around them. But their ability to respond is undermined by isolation and the demands of their own obligations – to making a living, to family, to chasing financial security in an economy increasingly stacked against them.

In the past, strong institutions (religious, educational, governmental, professional) helped people understand their role in the world and sustained them in good times and bad. But these institutions have increasingly come to serve the interests of the rich and powerful, leaving the individual to create his own community of meaning or do without.

For generations, family and neighborhood/community anchored the moral lives of people. This is less true today. And for many, the institutions that can provide a community of meaning are transitory. While you or your children are in school, or on a soccer team, or in a play, or affiliated with a book group, an orchestra, a dojo or gym, you can feel deep friendship, connection and common purpose. But these are fragile institutions that hold you only so long as you fit a category. Strong bonds of friendship may remain, but once you move out of the category, you no longer have a “place.”

A Vision for UUCB

In our commitment to UU values, UUCB already addresses many of the needs we face in the 21st Century, by providing:

- A sanctuary against consumerism, where people experience authentic relations unmediated by commercial interests
- A place that models civil discourse and respectful disagreement
- A gathering place where people of every race, gender identity and age can discover and pursue their calling to make the world a better place; our programs support intellectual and spiritual inquiry, social justice, and artistic and compassionate expression
- A sacred space that calls people to their best selves, providing hope and inspiration in a continuous community that provides support through all the phases of a lifetime
- An organization and community that empowers members with entrepreneurial vigor and supports them in developing the leadership and organizational skills to make the world a better place. UUCB as a moral and spiritual incubator for collaborative social entrepreneurship becomes a foundation of building a new and relevant social institution for the 21st Century.

Like many churches in the 21st Century, UUCB languishes under limitations both inherited and earned, relying on, for example:

- Outdated caché of religious liberalism where “liberal” is redundant in California, and where religion is irrelevant to 30% of young people, mainstream religion has never been less important than in today’s secular culture
- UUA’s outdated focus on “building community”; Today, opportunities for “building community” are ubiquitous – an on-line marketing cliché
- 20th Century communication methods which make us inaccessible and irrelevant to the young people who are our future

A successful plan for radical growth will be based on a more contemporary language to describe the many gifts that newcomers will discover here. And then it will describe how to use that language to invite the people who want these gifts.

UUCB’S GIFTS

Support for a Lifetime

Over the course of a lifetime, an individual needs different things:

- Sometimes life’s struggles drowned out every call but that to survive with dignity
- Other times one is called to learn and grow and to be challenged or renewed personally
- Other times one pursues a passion to right a wrong, or to express deeply held convictions in service to our community or places beyond; and
- As we age or are incapacitated, sometimes one is called to model graceful letting go and receiving help.

UUCB offers the kind of support one gets from an extended family and much more. The community that exists at UUCB is strong because it is built on a foundation of working together toward shared goals. It creates opportunities for people to discover and pursue the deep calling to make the world a better place.

An incubator for Seeker/Entrepreneurs

A Radical Perspective: The church is not responsible for doing good works. The church’s goal is not to: protect the environment, fight racism, work for income equality, feed the poor, minister to the sick at heart, speak truth to power. The church could not possibly do ALL of these important

things, nor could it prioritize or choose among them. But UUCB can AND DOES sustain a place that supports members who are called to do these things and more!!

Through our Programs, we cultivate entrepreneurship among seekers of:

- Wisdom, truth, understanding
- Justice, peace, equality, equity
- Beauty, mystical experiences
- Right relations

Our programs help seekers build the skills and courage to find and pursue what they are called to do.

WHO ARE THE SEEKER-ENTREPRENEURS AMONG US? We see them everywhere at UUCB, pursuing large and small visions, individually and with others, including:

- Members called to create and oversee a plan to install solar power
- Organizers called to fight the systematic incarceration of young black men and gun violence
- Chaplains and community ministers called to serve the sick at heart and the oppressed
- Caregivers called to visit and feed members who are sick, disabled or shut in
- Artists/musicians called to the struggle to create beauty or express the ineffable
- Hosts/hostesses called to feed guests and the church family
- Teachers called to share UU values with children
- Coordinator called to invite Jungians who explores insights from dreams
- Atheists and Pagans called to challenge the hegemony of monotheism
- Videographers, ushers and flower arrangers called to serve every Sunday
- Greeters called to welcome visitors
- Capital Campaigners called to seek financial support to sustain the physical plant
- Tech professionals called to improve UUCB Internet presence

Like a business entrepreneur, each has found a way to trust himself to act on a vision of what needs to be done. Independent of whether the vision is large or small, whether the action is timid or confident, every one of these people is taking responsibility for bringing something to fruition.

At UUCB, we systematically help seeker-entrepreneurs, challenging them to work from whatever level of experience they bring. Everyone learns by doing, choosing from a wide range of invitations to become involved. They find support through:

- Experienced mentors and advisors who can help vet ideas and plans
- An environment of conscientious leadership where one can learn and refine planning, communication and organizational skills
- Spiritual support when discouraged
- Formal leadership training opportunities
- And when a “vision” is clear and compelling, other people who help with the work

PROGRAMS

Programs are the reasons for the existence of UUCB. Through Programs, people give and receive empowerment and validation. The church's main Programs (excluding internal/admin functions) represent clusters of related activities. Five program areas are core:

1. Family Ministry (RE for children, youth and their families)
2. Adult RE
3. Music/Arts
4. Social justice
5. Worship/Ministry

We believe that UUCB will grow dramatically when it starts living up to this promise and reaching out to people who share our values. People are hungry for what we offer. If we learn to articulate it clearly, people will join us. Growth in itself is not the goal. Growth will be a natural consequence of us doing what we should be doing. The same is true for "building community" and "increasing diversity."

1.4 A Membership Model

This table provides a way to discuss the categories of experience people have as we discuss membership growth at UUCB.

Relation to UUCB

Expectation	Wanting Surprise & Delight	Needing/ Giving Info	Being Present	Participating	Covenanting/ Giving	Leading
Status						
1 st Time Visitor	✓					
2 nd Time Visitor	✓	✓				
Returning Guest	✓	✓	✓			
Friend	✓	✓	✓	✓		
Member	✓	✓	✓	✓	✓	
Seeker- Entrepreneur	✓	✓	✓	✓	✓	✓

7. GROWTH MODEL

Net annual growth is driven by four factors:

1. The number of first time visitors
2. The number of those first time visitors who return
3. The number of returning visitors converted to membership
4. The attrition rate – members leaving due to death, move out of the area, or resignation from membership

The Growth Plan focuses on the first three.²

2.1 Get more first-time visitors to UUCB³

Initially, we will target groups whose values already align with UU values. Looking down the road to our ultimate goals of adding 500 members to the congregation, we think it reasonable to aim to add 100 members from each of the following categories:

1. Raised or self-identified UU's, not currently affiliated with a Congregation
2. Families looking to raise children with UU values
3. Musicians/artists drawn to express UU values
4. Activists looking for an enduring community where they can share the work for justice-making
5. People seeking a sanctuary from, or source of active resistance to, the relentless commercialism/consumerism that surrounds us

The population of the larger Bay Area is approximately 6.5 million people, with approximately 3 million people living in the East Bay, of which 75% are over the age of 18. The Pew Survey on Religion and Public Life reports that about 0.3% of the US adult population self-identifies as Unitarian, Universalist, or both. This suggests that there are about 6500 self-identified UUs in the East Bay. The total membership of Berkeley, Oakland, and Mt Diablo UU Churches is about 1500, leaving 5000 unaffiliated UUs in the area. Giving each congregation an equal share, UUCB's target group is about 1700 people, of which we would need to reach 6% to meet our target of 100 additional Raised/Self-Identified UUs.

2.2 Get first time visitors to return

Currently, only 40% of first-time visitors return to UUCB a second time. We aspire to double the return rate by focusing on two things:

- First, prior to arriving at our threshold, we want the visitor to have an accurate and compelling message about what to expect at UUCB. Preparing and disseminating this message will be the aim of outreach campaigns.

² The attrition rate is driven by factors beyond our control, with the exception of resignations from membership. Though worthy of attention, this number has historically been small relative to the other factors -- deaths and moves .

³ All things being equal, to grow to 1,000 members in 5 years, UUCB must attract 800 first-time visitors per year, instead of the current goal of 260.

- Second, we want the initial experience of each visitor to *exceed* those expectations. We want each newcomer to be overwhelmed by the effort that has gone into preparing for his/her arrival. To accomplish this, we will review each detail of:
 - i. How they are greeted (warmth, efficiency, generosity, etc.)
 - ii. Their likely experience in our physical space (signage, comfort, safety, convenience, esthetics/taste, cleanliness, etc.)
 - iii. The Sunday Morning Worship experience, and other early encounters (professionalism, sound system, visuals, music, pew comfort and materials, etc.)

Our goal is to create such surprise and delight that the visitor can't wait to learn more!!

2.3 Convert Visitors/Friends to Members

PATH TO ENGAGEMENT

The Programs at UUCB give life to UU values. Through them, members make community by joining with others to act with common purpose. Programs lead people to feel empowered to make the world a better place. And engagement with programs leads visitors to join the church.

For this reason, the success of the Growth Plan rests with our Programs' ability to create a clear, thoughtful, inviting and consistent "Path to Engagement." It will be designed to identify and engage any newcomer whose personal journey calls them to the Program's mission. Elements of a Path to Engagement might be:

- Introductory material for a newcomer packet
- Plan to identify and greet interested newcomers, coordinated with Greeters team
- Newcomer orientation meeting – alone or co-sponsored
- Invitation to sponsored events
- Mentor or buddy program
- On-going communications plan
- Program assessment (Accountability to "Ends"!)

MEMBERSHIP INVITATION AND ORIENTATION

{Need Lonnie's description here.}

8. ACTION PLAN AND TIMELINE (TBD)

9. BUDGET (TBD)

10. DRAFT APPENDICES

1. Social Justice by Linda Laskowski
2. Music & Arts by Gail Simpson
3. Family Ministry by Paul Hudson
4. Adult Religious Education by Paul Hudson

Appendix I: Social Justice (Apr 2016 Draft)

Targeting Seekers of Spiritual Justice, by Linda Laskowski

As a general rule, UUs are strongly committed to social justice and social action work, but we are at our best when, emboldened by faith, we do the religious work of building the world that we dream of. Through worship, meditation, prayer, and other spiritual practices, we prepare ourselves to engage in social justice and social outreach in a faithful manner, practicing habits of gentleness, compassion, humility, and expansiveness.

Page 8, “Gathered Here: Claiming the Best of our Faith”,
report to the UUA Board and General Assembly, June 2012

In a wide-ranging set of 2011 interviews about what made our faith come alive, “spiritual justice” as defined above was one of 8 key areas that made Unitarian Universalism relevant to our members’ lives. For many of us, this quest for social justice in the context of spiritual growth is the heart of our faith. Though social justice action is about living our values, not growing our membership, can this focus on social justice, a key part of UUCB, also attract and be a catalyst for others for whom social justice is a major part of their life? This section explores that potential and strategies for addressing it.

I. Description

The Bay Area/Berkeley has a reputation for social activism, so it is hardly surprising that about 20% of our first time visitors indicate an interest in social justice. That currently translates to about 50 a year – adding 100 new members with this interest in 5 years means more like 150 per year, tripling the number of first time visitors interested in social justice.

In terms of potential sources of member growth, social justice work in the Bay Area falls broadly into two categories: that which is led primarily by Interfaith groups, such as CCISCO (Contra Costa Interfaith Supporting Communities Organization), GRIP (Greater Richmond Interfaith Program), or IMHI (Interfaith Movement for Human Integrity, the monthly immigration vigils). These are the three main interfaith groups that UUCB is most involved with at the present. Though they play a major role in multiplying our impact, they are highly unlikely to be a significant source of first time visitors and/or members for UUCB, because most attendees at sponsored events are already active members in their own churches. **They are, however, an important part of a “path to engagement” for newcomers with the UUCB community.**

The second category often has interfaith involvement, but also includes a great deal of secular leadership and involvement, such as 350.org, the coalition that worked against Prop 8, or the Contra Costa County Racial Justice Coalition. One interviewee who works extensively in climate change in the Bay Area described most of the Bay Area social activists as “old lefties”, People of Color, or young (Millennials under 35). He also described the secular leadership as often fractious, sometimes with significant infighting that provides an opportunity for UUs, with our message of inclusivity and individual worth and dignity.

People of Color It is unlikely that UUCB in its current state will appeal to a substantial percentage of activists who are People of Color, though we would anticipate interest from those with values and worship styles more like that offered at UUCB. That means a continued need for exploring our own white privilege, and cultural sensitivity to keep us welcoming and nurturing for a wider

diversity of membership. Anecdotal stories from people who do not identify as white suggests there is a significant amount of work to do at UUCB. This essential work applies across all membership targets, and is addressed in the “Diversity” section of the Membership Growth Strategy Plan.

“Millennials” (20-35) tend to be more values-driven than previous generations. Many in the Bay Area have participated in social justice projects as part of school, and heavily represented on NGO staffs. About a third of Millennials have no religious affiliation, though research [insert footnote] suggests a faith that addresses what they see as religion’s failings, is a match for Unitarian Universalism:

1. Church seems overprotective.
2. Churches come across as antagonistic to science.
3. Church experiences related to sexuality are often simplistic, judgmental.
4. They wrestle with the exclusive nature of Christianity.
5. Church feels unfriendly to those who doubt.
6. Experience of Christianity is shallow

According to the Barna Group, “30% of **Millennials** say attending church is not important, 30% say attending church is important, and 40% fall somewhere in the middle”. When they asked Millennials to select what church should be like in the world, “by and large, young adults respect the potential of organized religion.”

The biggest downside for UUCB, because it is unlikely to change in the near future, is our location, cited in some of the interviews and stated flatly at a GA Workshop on attracting Young Adults [reference]: “If your congregation is not located in an area with a lot of Young Adults, or you do not have good public transportation, forget about attracting Young Adults to your congregation.” A strategy that targets this group requires a substantial investment that is likely beyond the scope of this plan, but there are some things that could start to take steps on that direction. See “Channels” 7 and 8 and “Activist Abby” in the appendix.

Long time liberals We have a message likely to resonate with those between 45 and 70, who have been involved in social justice most of their lives (see appendix and Message 1). A substantial number of our current members fit in this category, so it is likely that there will be a sense of affinity with “people like us.”

II. Message 1 (Long time Liberals):

We are the original conscientious objectors, radical thinkers, and self-motivated spiritual peoples throughout history. We have a track record of success in addressing oppression. and understand how various oppressions intersect with and reinforce each other. We do so in a respectful community hallmarked by action, love, and acceptance of all people. We provide radical acceptance and can help you renew your spirit, provide leadership experience, and multiply your efforts.

Message 2 (Millennials):

We are the original conscientious objectors, radical thinkers, and self-motivated spiritual peoples throughout history. We have a track record of success in addressing oppression. and understand how various oppressions intersect with and reinforce each other. We can serve as mentors, supporters, and allies, providing you a radical acceptance that renews your spirit.

Strategies

1. Continue to reinforce Unitarian Universalism reputation for social justice and provide meaningful engagement for members by visibly participating in local social justice issues and featuring it in social media.

2. Offer multiple ways for deepening connection between social activists and the UUCB community.
3. Leverage our location as a tranquil meeting space by offering it for meetings, retreats, and social justice actions.

III. Methods:

Unitarian Universalism generally has a positive reputation among activists – they have seen our yellow “Standing on the Side of Love” shirts at rallies and political meetings, and met in our basements and meeting rooms. Our members tend to be highly-educated and well-informed, particularly on social justice issues.

Social activists, like most people, are far more likely to come to a UU worship service or event if invited by someone they know. This means UUs who go out into the community and work side by side on various issues that engage a larger audience, forming relationships – and then inviting those people to explore something more.

Bart Frost, a Millennial writing on the “Blue Boat” blog, suggests reaching outside our walls to Young Adults with the following:

- Hold a monthly day of community service.
- Start a community garden.
- Organize family-friendly summer picnics or hikes.

He also says Millennials need to be invited, and also offers these suggestions:

- Remembering Millennials need pastoral care too! For most, their lives are filled with transitions and it never hurts to have an extra support system.
- Provide opportunities for Millennials to gather.
- Provide opportunities for Millennials to be mentored and mentor.

A Harvard Divinity School project, [“How We Gather”](#), provides a view into how Millennials are forming non-religious community. Engaging at this level should probably be explored as a separate project. It is highly likely that this effort would need to take place in a setting other than the UUCB campus.

IV. Channels

1. Provide training to UUCB members active in social justice, for inviting colleagues, providing UUCB sponsored events to make invitation easy (see below)
2. Work with Social Justice Council to identify and encourage members to join events with a large secular participation.
3. Work with coalitions (including our interfaith memberships) to participate in events that appeal to people who are not members of the interfaith group, such as work on the upcoming California referendums.
4. UUCB booth/table at key activist events, e.g.: distributing information or water bottles with UUCB name and location,
5. Workshops at UUCB specifically geared to renewing activists’ spirits and/or providing leadership training for activists
6. Use the Lawrence Lecture to feature a speaker activists are likely to want to hear

7. Offer free retreat space/facilitation to Bay Area NGOs (likely to target Millennials)
8. Partner experienced lay leaders with young activists (UU or not) for mentoring.
9. Focus on activist leadership: UUCB provides a ready laboratory for social justice work, a community with a high level of participation in vigils, letter-writing, petitions, and other classic activist efforts.

V. Outreach and Inreach responsibilities
(TBD)

VI. Path to engagement (working with Social Justice Council)

Note: these items are draft examples only and need to be worked out with the Social Justice Council

1. Insure early engagement with activist newcomers includes an element of reconnection to spirit/renewal, not just more justice work.
2. Identify opportunities to participate in social justice activities likely to include people interested in a faith community, e.g.: ballot initiative work at UUCB, February 20 Summit at UUCB
3. Create and provide training and materials for opportunities identified in #1 to gracefully invite people to engage with us, e.g.: written invitations, available material for people who come to UUCB for justice work, sharing Facebook posts
4. Provide easy ways to connect with SJ on our SJ web page.
5. UUCB Social Justice co-sponsor workshop on leadership and/or renewing your spirit with secular social justice organization.
6. SJ Council identify next Lawrence Lecture speaker to appeal to Bay Area audience, e.g.: Michelle Alexander, other Beacon Press author to do book signing
7. Work with UUCB staff to identify blocks of time that space is not being used, and offer them (for free or a very reduced price) to NGOs in the Bay Area as retreat space.
8. Partner with other interfaith and secular social justice organizations to identify experienced leaders in social justice and pair with young activists for mentoring
9. Get buy-in from CT and/or Program Council to identify members who may want to start a community garden.
10. Provide early opportunities for activist leaders to get access to UUCB community for letter-writing, petitions, and other actions that are within UUCB's priorities.

VII. Task plan, timeline, and budget

Phase I (April – September, 2016)

1. Continue excellent work done in Social Justice Council to staff table, hold events like Racial Justice Summit at UUCB, and strengthen internal relationships and understanding through groups like the Literature, Film, and Drama Contingent.
2. Continue interfaith work with CCISCO, Read Aloud, and GRIP that creates reputation and visibility for UUCB, and avenues for social justice work for our members.

3. Utilize feedback from Congregational Conversation on growth to strengthen Path to Engagement. Consider piloting a Social Justice Chalice Circle that focuses on topics that explore social justice and renew activists' spirits.
4. Continue publicizing UUCB social justice actions through social media, including updating social justice pages of website.
5. Participate in Solano Stroll.
6. Utilize UUCB as a training and calling center for referenda that support our values, similar to the use of the church to work against Prop 8 in 2008.

Phase II (4Q16– 2Q17)

1. Evaluate Phase I work and determine what should be continued.
2. Meet with called minister to determine where her/his presence is most valuable, including publicity in print and online media.
3. Offer Social Justice Chalice Circle(s) as a way to create deep sharing around social justice issues and their meaning in people's lives.
4. Identify at least two speakers that would draw in local activists, using Lawrence Lecture funds.
5. Consider offering UUCB space at a significantly discounted rate to local NGOs (non-governmental organizations) with a social justice focus.

Phase III (3Q 17 on)

1. Launch stepped-up outreach plan.
2. Consider partnering with Music and Arts ministry to create attention-getting street theater.
3. Consider partnering with retreat center to create retreats at UUCB customized for spirit renewal for social activists.

Appendix: “Personas” for “activists looking for an enduring community where they can share the work for justice making”

Activist Alice is a 60 something professional who has been involved in social justice since her days at a liberal eastern college, where she was very involved in the Feminist Movement. Though she tried several faiths over the years, the patriarchy involved in most of them was a total turn-off. She has been divorced for years, with one child who still lives back east. If she were totally honest, she would identify as bi, though she prefers to think her sex life is no one's business but hers. She has a number of close women friends, who have become a family for her. She drives a Prius and lives in a small cottage near the border between Berkeley and Oakland.

Alice is passionate about marriage equality, Black Lives Matter, abolition of the death penalty, and climate change. She is also discouraged by the slow progress of change, especially with regard to climate change. She doesn't like the contentious activist meetings or playing “political games”, and feels this is why she has not been chosen for more leadership opportunities. She sometimes becomes depressed, particularly as she starts to face the aging process, which includes the loss of friends and acquaintances.

Alice needs a way to renew her spirit, a like-minded group of people to do her justice work with, and an intergenerational community that grows rather than shrinks as she ages.

Activist Andrew is a 52 year old political science teacher at Cal. He came to university at Berkeley in 1981, and always bemoaned the fact that he “missed” the 60s. Drugs and open relationships were a staple of life, as he moved from one (heterosexual) relationship to another, dogged by impatience and what his partners viewed as arrogance. Most of that is behind him though, much to his surprise, he is in a healthy relationship and a few years ago became a father for the first time.

Andrew is mostly concerned with climate change, which he sees in a whole new light since his daughter was born. He shows up at other events as well. He would like to be more effective and involved than he has been, but there doesn't appear to be a place for him “at the table” of most of the organizations he has investigated. He is also, for the first time, exploring his feminine side, rejecting much of the role society expected of him, and wanting to be a better male figure for his daughter.

Andrew needs a way to continue to explore the new feminism he is becoming aware of, and a place for him, his daughter, and wife to work together on climate change.

Activist Abby is a 20 something who works for a human rights NGO. She has a circle of friends who all consider themselves “spiritual, not religious”. They often have deep conversations about things that matter, and find the sacred in nature. None of them have cars, depending on a car share or ride service when needed. Abby's parents were married in a UU church but are currently not part of any faith. Abby's mother is Haitian and her father white. Both are professionals who raised Abby to be very socially conscious. Her private high school and college experience included internships in various social justice causes. Abby's life is chaotic, working for three different organizations, and going in and out of relationships in the past 5 years. She has moved multiple times, often in and out of her parents' comfortable home, where she lives now as NGOs do not typically pay well.

Abby needs a way to deepen her own spirituality, build her career, and ground herself all at the same time.

Appendix II: Music & Arts (Apr 2016 Draft)

Plan for Growth through Music & Arts at UUCB by Gail Simpson

A. BACKGROUND AND APPROACH

UUCB do not support art for art's sake, but art of life's sake. The goal of the Music & Arts Program is not to create "artists", but to facilitate the exploration of UU values through the mystery, connections, beauty and fun of artistic expression.

-- Paraphrase Gertrude Field, founder of what is now the San Francisco Music Center

OBJECTIVE: In the next five years, to identify and engage 125 new members through the Music & Arts Program at UUCB

Current Status of Music & Arts at UUCB

UUCB's current Music Program is a vibrant part of church life. Our spirited 45-person volunteer choir provides music for Sunday Worship Services and for fundraising events at UUCB. Many members are deeply involved in church leadership. The choir provides a warm welcome to newcomers. The Program maintains a standing invitation for interested singers to join the choir.

The Program is staffed by a respected Music Director, an accomplished Organist, a Children/Youth Choir Director, and paid section leaders. It maintains several impressive musical instruments (world-class pianos and organ) and an enviable music library,

Beyond the Music Program, UUCB has supported many other music and arts groups over the years, including those devoted to writing, poetry, drama/play-reading, singing, folk music and dance, visual arts, instrumental music, and many others. Such groups depend on lay leadership. They wax and wane according to the interest and energy of leaders. The current roster of such groups is relatively small.

Context for Growth: "Audiences" Expect MORE

To thrive in the 21st Century, UUCB must face two major cultural shifts brought on by technology:

1) People need a reason to leave their "screens" – especially the young: Although a church is not a venue for "entertainment," in order to thrive, it cannot ignore the far-reaching cultural shifts that are challenging ALL of our culture's traditional institutions. Ubiquitous technology has changed expectations about how people "consume" experiences, especially among younger generations. Theater companies, classical music presenters, schools and churches are all struggling to stay relevant to populations that rely more and more on technology that APPEARS to substitute on-demand content for experiences that were formerly available only in person at a venue. In this unavoidable competition for mind-share, institutions/churches that exceed the expectations of audiences/congregants, are the ones most likely to thrive.

2) People expect to participate – especially the young: Current technology gives amateurs the tools and audiences that were formerly only available to professionals. These amateurs create content that reinforces the belief that everyone can sing or dance or compose or act or make movies or paint or create products, and then become an international star by virtue of the Internet.

There is much to celebrate in this radically democratic belief!! And there has never been a generation less satisfied to sit passively through an event - show, class, concert, or church service. These cultural shifts have INCREASED, not decreased, people's need for the kind of authentic, non-commercial, unmediated, face-to-face and heartening experiences that people find at UUCB. In an effort to meet these 21st Century challenges, the Music & Arts Program at UUCB will:

1. Use a high standard to curate the music and art that is presented in our public spaces, recognizing that **we must earn the right** for the attention of members and newcomers who have many alternative uses for their time and attention
2. **Encourage active art making by ALL** who are called to express UU values through an art form, understanding that all efforts bring satisfaction, whether witnessed in an intimate setting, or by a larger audience, or to public acclaim
3. Consistently **promote UU values and the disciplines that create a healthy church**, including adherence to: 1) our covenant of right relations; 2) our commitment to inclusiveness; and 3) reasonable standards of sustainable self-organization
4. **Cost nothing** to participants, with the possible exception of sharing the expense of materials

Approach: Grow Deeper, Wider, and Sustainably

In the next five years, our approach to growing the Music & Arts Program at UUCB will be based on:

1. **Investing in our existing Music Program:** We are committed to attracting new members by leveraging our classical music credentials; we will explore ways to increase participation in our choir, to collaborate with other classical music organizations, and to reestablish our reputation as an important community resource in the classical music community
2. Helping UU leaders and teachers **self-organize sustainable projects in a wide range of musical styles** that involve members and invite participation by newcomers, and that inspire our increasingly diverse membership⁴
3. Helping UU leaders and teachers **self-organize sustainable projects in other arts**, that involve members and invite participation by newcomers
4. Implementing fair and disciplined ways to **bring additional forms of music, artists and art projects to UUCB**, with an emphasis on choices that help UUCB grow
5. **Annually reviewing** all arts and music projects, evaluating their feasibility and impact on engaging members and newcomers

⁴ UUCB's Music Program is steeped in the classical music tradition. As with any matter of taste, this music is strongly favored by some, and strongly disfavored by others. But observers on BOTH sides of this taste divide wonder whether including non-classical music is a requirement for substantial growth, especially if UUCB aims to grow by adding younger people. We must assiduously avoid framing the "music" question in terms of making a choice. This invites heated discussion over which is "better" – a fruitless and potentially harmful debate. Better to remember a UU truism: We need not all HEAR alike to love alike!!

B. MESSAGE TO REACH PROSPECTIVE UUCB MEMBERS THROUGH MUSIC & ARTS

The Mission of the Music & Arts Program at UUCB is to enhance worship, support programs and build community through the creation and sharing of music and art that touches people emotionally, intellectually and spiritually. In support of our mission we strive for high aesthetic standards in worship and at events that are promoted to the wider community. At the same time, we provide opportunities for members of all ages and abilities to grow as musicians and artists in support of their journeys as UUs.

FROM THE UUCB WEBSITE (www.uucb.org/music-at-uucb.html)

Music is a vibrant presence at UUCB, featuring the Chancel Choir, a Youth and Children's Choir, Gamelan, small instrumental and vocal ensembles, a magnificent organ, a concert grand piano, and an acoustically rich sanctuary that add up to some marvelous music making.

Director of Music, Dr. Bryan Baker, is also the Artistic Director and Conductor of San Mateo's Masterworks Chorale, and the Assistant Conductor of the SF Choral Society. Organist Katya Kolesnikova, Director of Youth and Children's Music Katie Lipka, and a quartet of professional soloists make up the remainder of our music staff. The congregation boasts a number of renowned composers and many keen musicians in diverse styles.

Sundays Services at 11:00 am feature a variety of music ranging from grand organ pieces to lighthearted piano duets; solo songs from Schubert to Sondheim to Sarah Barrielis; choral pieces from Bach to the Beatles; you might hear Irish folk tunes or songs by Jason Mraz.

The Music & Arts Program will focus on four types of Prospective UUCB Members:

- 1) Classical musicians, singers or appreciators of classical music
- 2) Classical music organizations, and their members
- 3) People within the UUCB community who are interested in making more art or music, who can help UUCB start and/or reinvigorate music and art projects that engage prospective members
- 4) Musicians and artists outside of UUCB

1) Message to classical musicians, singers or appreciators of classical music

If you are an accomplished performer, a novice, or simply someone who appreciates classical music, you may find a home at UUCB. There is ample opportunity to listen to glorious music and/or to join the music making:

- Attend our 11am Sunday Service to experience the glorious sound of our chancel choir and magnificent organ in our acoustically rich sanctuary
- Join our excellent chancel choir: This is a non-audition group of very dedicated, enthusiastic and loving singers. New members are welcome

- Team up with instrumentalists and/or vocalists through our UUCB Musician’s Network; You will find kindred spirits who enjoy making music together at every level
- Learn more at: www.uucb.org/music-at-uucb.html

2) Message to classical music organizations

UUCB maintains a vibrant classical music program based on a long tradition of excellence. Director of Music, Dr. Bryan Baker, is also the Artistic Director and Conductor of San Mateo’s Masterworks Chorale, and the Assistant Conductor of the SF Choral Society. An [Aeolian-Skinner](#) organ, three grand pianos (Yamaha, Chickering and Baldwin), a harpsichord, and a [gamelan](#) are among the many musical instruments featured in church services and special events. The church is the home of the [Kensington Symphony Orchestra](#). Pianists [André Watts](#) and Julian White both used the sanctuary for concerts and for musical recordings because of its excellent acoustics.

UUCB currently seeks partner organizations and collaborators among classical music organizations and musicians that share the values of our liberal religion. We believe that live music has the power to move people to their best selves. We seek ways to bring appreciative audiences together with people who create beautiful music. If you are interested in exploring opportunities to collaborate, please contact us.

3) Making more music and Art at UUCB: January 17 Art Summit. For people within the UUCB community who are interested in making more art or music, who can help UUCB start and/or reinvigorate music and art projects that engage prospective members

[See Appendix B]

4) Application for UUCB Worship Associate Fellowship: Invitation to musicians and artists outside of our community to bring a music or art project to UUCB

[TO BE WRITTEN; See Appendix A]

C.1 RESPONSIBILITIES FOR OUTREACH

[TO BE DISCUSSED]

C.2 RESPONSIBILITIES FOR INREACH

1. Train Greeters to direct newcomers to the Music & Arts program
 - a. Teach the indicators of interest in Music & Arts, and how to recognize/elicit them from newcomers
 - b. Understand the goals and Projects of the Music & Arts Program, and be able to talk about them
 - c. Encourage newcomers to visit the Music & Arts Table in the Atrium
 - d. Pass to Music & Arts, any contact information about newcomer’s interest, to confirm that there was a handoff to Music & Arts for follow-up
2. For Welcome Packet that goes to Newcomers
 - a. Include Music & Arts Brochure
3. For Membership Events

- a. Include Music & Arts Brochure
 - b. Invite Music & Arts Representative to discuss the program
4. General Inreach activities that support Music & Arts program
- a. Participate in January 17 Music & Arts Summit
 - b. Host a “Path to Engagement” workshop to help Programs (including Music & Arts) explore how to better coordinate their efforts with Membership and with each other
 - c. At ALL events sponsored by any Music & Arts Project, send a representative to promote UUCB
 - d. At ALL events for which renters get reduced rent because they are arts non-profits, send a representative to promote UUCB

D. RESPONSIBILITIES OF THE MUSIC & ARTS PROGRAM

D.1 Plan to Expand Current Music Program

Recruit at least 20 new choir singers who become UUCB Members. In support of the Growth Plan, the Music Program can augment its recruitment efforts by using social media and publicity channels to more widely broadcast our reputation, our choir, and our invitation to join us, including:

- Feature on UUCB website
- Craigslist under “Musicians”⁵
- Classical audition websites
- Singer Meet-ups
- University music programs
- YouTube/Facebook
- Radio announcements, classical programs
- Advertising in Playbills and programs of similar choral performing groups

D.2 Grow UUCB’s reputation for supporting classical music, through collaboration with other classical music performers and presenters

In the past, UUCB was widely recognized as a venue for quality classical music, with a high likelihood of filling the sanctuary for any concert it sponsored. Those days are past. UUCB must now compete for the classical audience with a smaller number of venues with more sophisticated marketing and programming.

There are a number of strategies UUCB can use to sustain its classical program, that require neither direct competition with other venues, nor the resources and organization that are currently beyond our means for putting on and marketing classical events. These strategies include outreach to other classical organizations, whose members might be drawn to UUCB’s mission. Outreach might include:

⁵ Example of group that recruits talent for free: <http://sfbay.craigslist.org/sby/muc/5322466925.html>

- a. Deepen collaboration with current renters: Kensington Symphony, Bach youth choir (?), Assoc of Organ Players (?), ____, ____.
- b. Systematically cultivate relationships with schools that have classical music programs, such as Crowden, UCB, OSA, Berkeley/Kensington HS, etc
- c. Implement the UUCB Beacon Award for Classical Music 6

D.3 Conduct January 17, Music & Arts Summit

- a. Identify and/or refresh opportunities to bring members together around a shared interest in making art
- b. Clarify process for one or more UUCB members to start NEW initiative around an artistic interest
- c. Use new initiatives to engage newcomers as well as to deepen engagement of current members

D.4 Implement a Path to Engagement (PTE)

- a. Recruit a PTE Coordinator
- b. Coordinate with Inreach Greeters; Orient Greeters to Music & Arts Program
 - i. Review indicators of interest
 - ii. Create and teach the Music & Arts Elevator speech
- c. Maintain Sunday Table – in Atrium 30 minutes around every worship service
 - i. Presentation Board with current posting on ALL ongoing Projects
 - ii. Signup Sheet(s) requesting more info on:
 - 1. Musician’s Network
 - 2. Artist’s Network
 - 3. INFO REQUEST CARD: “Please contact me about _____”
 - iii. Staff the table with a Person to answer questions
 - iv. M&A Brochure: Info about each Project with contact info, schedules
 - v. Flyers for upcoming events
- d. Follow up on each signup and request for further info

D.5 Implement the Worship Arts Fellowship Program

- a. Recruit taskforce; oversee Fellowship
 - i. Accept and review applications
 - ii. Communicate with applicants and notify Fellows
 - iii. Facilitate culminating event

⁶ Over a period of months, UUCB would invite musicians and ensembles to audition for one of three slots in a UUCB-sponsored spring concert. Auditions would take place in the Sanctuary after the Sunday Service, and would be open to the public.

- b. Evaluate project; provide written feedback to Fellow

D.6 Maintain feedback loop with each Music & Arts Project, tracking the introduction of an interested newcomer to the Project and the resulting engagement over time

E. TASK PLAN

1. Conduct Arts Summit
 - a. Prepare flyer for Summit
 - b. Post announcements through usual UUCB channels
 - c. Reserve Space/Green sheet
 - d. Recruit Taskforce
 - e. Prepare guidelines for New UUCB-sponsored music/art projects
 - f. Prepare agenda and materials
2. Review submitted Sign-ups for new UUCB-sponsored music/art projects; For each:
 - a. Coordinate with UUCB calendar and facilitate Green sheet requests
 - b. Represent project to the Program Council, as necessary
 - c. Monitor and evaluate the Project in light of UUCB membership goals and values
3. Create M&A Elevator Speech
4. Produce M&A Brochure
5. Launch UUCB Worship Arts Fellowship
 - a. Prepare and post Announcements
 - b. Recruit Selection Panel of 3-5 judges to accept, review and respond to applicants and to announce selected Fellows
 - c. Recruit Oversight Panel to facilitate, monitor and evaluate the work of Fellows from selection through the culminating event, in light of UUCB membership goals and values
6. Grow Classical Music Program
 - a. Grow Choir
 - b. Find Classical music collaborators
 - c. Launch Beacon Award
 - d. [Hire Coordinator -Ellis fund?]
7. Coordinate with Inreach
8. Coordinate Path to Engagement with Outreach
9. Evaluate all initiatives

APPENDIX A: Arts Fellowship

UNCOMPENSATED WORSHIP MUSIC & ARTS FELLOWSHIP (Fall and Winter cycles)

Recruit artists specifically OUTSIDE UUCB, with a call to share such things as:

- Visual/textile/floral arts
- Spoken word/hip hop/beat box
- Dance/choreography
- Poetry/drama/play writing/reading
- Band or vocal group leader/organizer/arranger
- Instrumental group (drums, ukulele/guitar, hand bells, etc)
- UUCB will post “request for proposals” on Craigslist and other appropriate print and digital media. Outreach will be made to the general Bay Area arts community, and will especially target young adults, and advanced students at the high school and college levels
- FELLOW will be chosen from among applications/proposals that:
 - Describe applicant’s qualifications
 - Describe proposed activity/class/artwork
 - Specify schedule and duration (Fall and/or Winter church calendar)
 - State plan to recruit participants inside and outside UUCB and to work with Worship Associates
 - Describe culminating event ideas (details to be worked out later)
- UUCB will provide support including, but not limited to:
 - Meeting space, probably weekly during duration of fellowship
 - Publicity through its website, regular publications, “tabling” and handouts at church
- UUCB might also provide, at it’s discretion
 - Sponsorship of culminating event
 - Postings of photos and video clips of activity/class/artwork/event on YouTube and its website

APPENDIX B: Grow UUCB Arts Program



Music & Arts Summit @UUCB

January 17, 2016; 12:30 – 2:00; Social Hall

[NOTE: Lunch NOT included]

<p><u>Are you a:</u></p> <p>Singer?</p> <p>Musician?</p> <p>Instrumentalist?</p> <p>Painter?</p> <p>Poet?</p> <p>Dancer?</p> <p>Actor?</p> <p>Writer?</p> <p>Composer?</p> <p>Floralist?</p> <p>Quilter?</p> <p>Sculptor?</p> <p>Potter?</p>	<p>Whether you are an accomplished artist, or just starting your practice, come meet others who want to create beauty, express the ineffable, cause justice, and enable UU values in the world through music and art.</p> <p>What to expect:</p> <ol style="list-style-type: none"> 1. TOWN SQUARE: Bring something easy to set up that SHOWS your passion/practice*** – such as a painting, flute, guitar, novel, poem, script, sculpture, collage, CD!! If your art is performance-based or not portable, bring photos, example programs or playbills, or a video to show on your laptop. We will meet on the Square (in the Social Hall) to witness our artistic community in full bloom! 2. TOWN HALL MEETING: We will explore the resources and opportunities for more music- and art-making at UUCB, in the service of our collective journey. 3. A CREATIVE SURPRISE: Come prepared to use your imagination and musical/creative skills to meet the Summit Challenge.
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***** ALL ARE WELCOME: Professionals, novices, the shy and the forgetful are welcome -- even empty-handed!!!**

NEW UUCB-SPONSORED ART PROJECTS

- **ARTS TASKFORCE:** Growing out of the Art Summit, group charged with forming Arts Committee (to parallel the Music Program). Responsible for:
 - Oversight of proposed projects, calendaring, project evaluation, budget
 - Liaison with Music/Arts Representative to the Program Council
- **NEW ACTIVITIES:** Growing out of the Art Summit. UUCB member(s) organize and encourage participation of members and newcomers in new activities; “Application” information consists of:
 - Leader name(s)
 - Describe activity/class/artwork
 - Describe participants and the plan to recruit inside and outside of UUCB
 - Specify desired meeting schedule (weekly, monthly), desired time (evening, weekend, approx. time) and duration of project relative to the Fall and/or Winter church calendar
 - State plan for possible collaboration with other UUCB Programs or Projects, such as Adult RE, Family Ministry, Soc Just., Worship Assoc., etc
 - Describe culminating event or other method for evaluating contribution to UUCB’s goals of engagement and growth
- UUCB will provide support including, but not limited to:
 - Meeting space, probably weekly during duration of Project, and for Culminating Event
 - Publicity through its website, regular publications, “tabling” and handouts at church
- UUCB might also provide
 - Assistance with producing a joint culminating event, advertised as an all-church program
 - Postings of photos and video clips of activity/class/artwork/event on YouTube and its website

Appendix III: Family Ministry (Apr 2016 DRAFT)

Targeting Families by Paul Hudson

“Children are much more likely than not to grow up in a household in which their parents work, and in nearly half of all two-parent families today, both parents work full time, a sharp increase from previous decades. What hasn’t changed: the difficulty of balancing it all. Working parents say they feel stressed, tired, rushed and short on quality time with their children, friends, partners or hobbies, according to [a new Pew Research Center survey](#). The data are the latest to show that while family structure seems to have permanently changed, public policy, workplace structure and mores have not seemed to adjust to a norm in which both parents work.”

New York Times, November 4, 2015.

I. Description

UUCB currently attracts about 60 families a year (based on 2015 statistics). Assuming a 20% conversion rate, this should yield 12 new families per year, or about 12 x 1.5 (assuming an average of 1 and a half adults per family) or 18 new members per year. (Actual numbers – we had 15 new members from families in 2015.) This is the current organic family growth through our current outreach channels including Facebook and Twitter, Berkeley Parents Network, and word of mouth.

To meet the goals of the growth strategy (100 new members over 5 years), we need an additional 20 members per year over five years from families, or an additional 14 families times 1.5 (assuming 1.5 adults per family). We thus need to attract an additional 70 families per year, assuming a steady 20% conversion rate, over and above the current 60. If we factor in the “targeting effect” – that the new families we attract will be particularly open to membership because we are meeting very specific needs that they have, perhaps along with an improved pathway to engagement, it is conceivable that we could improve conversion from 20% to 30%, reducing the number of required additional first time visiting families to 45 per year.

In summary, we will need to attract an additional 45-70 families, or about double current number of newcoming families per year.

II. Approach

A recent New York Times article highlighting a Pew Research study on family life described the modern family (particularly those with two working parents) as stressed, tired and rushed and having a lack of quality time together with children, friends, partners, and hobbies. The study says that while family structure has permanently changed, public policy, workplace structure, and mores have not seemed to adjust to a norm in which both parents work. As such, any organization, activity, or community which seeks to engage families, but that makes family life more stressful rather than less stressful, is doomed to failure. Church in particular must adapt to the realities of family life, and cannot expect families to adapt to it.

The demographic shift that has taken place over the last 15 years away from participation in church has affected family participation to an equal degree. Families are faced with many conflicts on Sundays, including sports, friends, the outdoors, and even school events. Many activities and programs once provided more exclusively by the liberal church – community, music, education on values, spirit, sexuality, are now provided by schools and other organizations. Many families build community very successfully on their own.

While the Bay Area is an oasis of liberal and progressive values, it is rooted in a secular and often materialistic culture. Some families, in trying to create a greater meaning than that provided by economic or academic success, may be searching for a supportive community that can provide

meaningful experiences, practices, rituals, support groups, worship, spirituality, and active social justice participation for families.

Interfaith families, LGBTQ families, and interracial families may be particularly drawn to UUCB as a unique community of spirit and justice that can serve specific needs for their families not readily available elsewhere.

III. Message

The key message needs to be that UUCB will improve the quality of family life, deepen and enrich family relationships, and encourage and facilitate quality time for partners and children together, during worship, family events, and family programs, such as the monthly Parents Night Out.

A compelling message for interfaith families, interracial families, and LGBT families could be that UUCB is a unique community of spirit and justice that will fully embrace them as they are and provide opportunities for personal and family enrichment and growth.

IV. Additional Research Needed

- Survey of UUCB families on programs and participation – what additional or different programs would be of value to them, and that they would regularly participate in.
- Survey of best practices from other UU congregations with large, dynamic, and active family communities – programs, education, community building, and family support. This could be acquired from Liberal Religious Educators Association (LREDA) conference networking and workshops, Pacific Central District (PCD) General Assembly, and UUA General Assembly.
- One suggestion is to have the Engage and Connect Task take these research tasks on as a focus this year

V. Methods

It is crucial to understand what families are looking for, what they would actually participate in, what would deeply engage them, and how UUCB could help in improving the quality of family life. A survey of current UUCB families as suggested would be helpful in this regard. Are there more ways for UUCB to make family life a little easier, rather than being one more thing the family has to do?

In general, the UUCB Family Ministry program could experiment with new programs, learning from the best practices of other UU congregations, and be willing to “fail quickly.” Our current program offerings, particularly those that consume staff time, should be assessed, and if they are not meeting family needs, should be discontinued. An example of this may be Family Night at Wednesday night suppers.

The Family Ministry Committee should be engaged in the development of outreach strategy and outreach programs. A culture of welcoming and inclusion of newcomers needs to be widely practiced by UUCB families, and not be a sole function of the Family Welcome Table volunteers. It seems that many families, even after years of participation, still do not know each other. The Fellowship One database system, when fully rolled out, presents opportunities for engaged and connecting families on-line.

A new group of UUCB greeters called the Purple Mugs People will include Families, and will also feature training for the greeters on the range of UUCB programs, including Family Ministry.

As with all “Pathways to Engagement” at UUCB, the current Family Ministry Pathways (which is one of the strongest such pathways at UUCB) can be further developed. One key aspect of this pathway is connecting families together, through activities within and outside of church. This might include family potluck circles, family neighbourhood groups, fun family worship circles together with children, family retreats, and encouraging all parents to volunteer in various aspects of the program.

A Summary of Methods

- Learn from and adopt best practices from successful UU congregations
- Experiment with elements of the UUA program Full Faith Week for families
- Better understand needs and priorities of families currently at UUCB and what types of programs will serve them best – improving family quality of life
- Include Families as Purple Mugs Greeters, and conduct training for all Purple Mugs People about Family Ministry and other UUCB programs. Continue to develop a culture of welcoming among UUCB families
- Further develop Family Ministry Pathway to Engagement, building additional “entry points” into community.
- Involve Families in the ongoing “Invite Your Friends and Neighbours” campaign.
- Develop a new Outreach Brochure which features Family Ministry as a key element

VI. Channels

There are many channels in the Bay Area that can be used for targeted on-line outreach – these include 510Families, Berkeley Parents Network, and Facebook.

As with outreach in general, word of mouth and personal invitations is one of the most effective channels for reaching new families. This can be done by encouraging current UUCB families to spread the word and invite friends, and involve them in the ongoing “Invite Your Friends and Neighbors” campaign by providing tools for extending invitations and talking about Unitarian Universalism.

VII. Outreach and Inreach Responsibilities

TBD

VIII. Path to Engagement

The Path to Engagement in Family Ministry is one of the strongest at UUCB. Elements include the Family Welcome Table, ongoing invitations to parents to participate in teaching RE classes, Parents Night Out, Parent Discussion and Support Groups, and the new monthly family potluck called the Family Spirit Circle. Family Spirit Circle also engages in community discussions with our children about important issues, so far including Black Lives Matter, women’s equality, and immigration rights.

By better understanding family needs and the types and schedules of programs in which parents and families would participate, the Path can be strengthened. Tighter coordination between

Membership and Family Ministry is also key, to track and follow up with families that may have drifted, in order to understand how they can be better served and how UUCB can meet their family needs.

IX. Task Plan, Timeline, Budget

Phase I (April – September, 2016)

The Family Ministry Committee has said that they are not prepared to fully engage with strategies for growth in the next six months to a year. Their efforts at present are focused on improving current administration, policies, and procedures in the Family Ministry program, particularly with regards to Child Safety.

We hope that the Engage and Connect Task Force of the Family Ministry Committee can conduct one-on-one and general surveys of current families at UUCB to better understand their needs, and survey best practices of other UU congregations, in order to develop programs that can best serve and engage existing and new families.

As the Family Ministry Committee becomes ready to engage in family growth, the following shorter term activities can be carried out:

1. Family Welcome Table – conduct welcoming training and fully staff table
2. Solano Stroll – continue to reach out to families at the stroll with toys, games, and info. Find better ways of following up with interested families.
3. Conduct surveys and compile best practices; propose programs and events
4. Better coordinate Membership and Family Ministry – information sharing on attendance of children (and thus families), and follow-up with both visiting families and members

Phase II (4Q16– 2Q17)

1. Continue coordination of Membership and Family Ministry
2. Conduct surveys
3. Recruit more Family Welcome Table volunteers (as part of Path to Engagement for new members)

Implementation of new programs Dependent on commitment of Family Ministry Committee

Phase III (3Q 17 on)

1. Propose programs and events

Implementation Dependent on commitment of Family Ministry Committee

Appendix: Personas for families seeking to create meaning

Tricia and John



John and Tricia are a busy Bay Area family. Tricia is African-American, raised Catholic, and John was not raised in a church. They have two kids, and are generally looking for a way of raising their kids with good values. They have a busy Bay Area family life, with lots of activities for the kids, two busy careers. They both live far from their home states on the East Coast.

Their family resources are committed to family life, a Berkeley expensive home, childcare, afterschool

activities, and family vacations.

They are often on-line, active on Facebook and Berkeley Parents Network.

Tricia in particular is looking for “creating meaning” in their family life, being far away from their parents and siblings. They try to create rituals, mark family milestones, and find alternatives to materialistic culture.

With two young boys, they are looking for ways of connecting them to social justice issues affecting African Americans, particularly #BlackLivesMatter.

Keith and James

James and Keith are an African-American married gay couple, with two daughters. Keith is close to parents, but has left the AME church in which he was raised. James is not close to his family. They are both lawyers, but Keith has put his career on hold to stay home with their daughters, and they lead a busy life. They are both looking for a community which would celebrate and honor their family, which has been challenging to find in AME communities, although Keith receives deep love and support from his family. Keith, having grown up in an AME church, values high energy and celebratory worship and music.



Appendix IV: Adult Religious Education (Apr 2016 DRAFT)

Targeting Self-Identified and Raised UUs, by Paul Hudson

I. Description

The Pew Survey on Religion and Public Life reports that about 0.3% of the US adult population self-identifies as Unitarian, Universalist, or both. With an adult population of 245 million (77% of the total population), there would be approximately 735,000 such “UUs.” The UUA currently has an adult membership of about 160,000, or 21% of this total.

The population of the larger Bay Area is approximately 7 million people, with approximately 3 million people living in the East Bay, of which 75% are over the age of 18. This suggests that there are about 6500 self-identified UUs in the East Bay. The total membership of Berkeley, Oakland, and Mt Diablo UU Churches is about 1500, leaving 5000 unaffiliated UUs in the area. Giving each congregation an equal share, UUCB’s target group is about 1700 people. Of this group, we would need to reach, engage, and bring 6% into membership to meet our target of 100 additional Raised/Self-Identified UUs over 5 years. (Coincidentally, UUCB’s membership of 382 is 22% of this target group size.) This number is probably a higher end estimate of the number of self-identifying UUs.

Another perspective on these demographics leads to a lower estimate. There are 17 Bay Area UU congregations, with a total membership of 3000. Again using the adult population, this suggests a group of about 13,000 self-identified but unchurched UUs in the Bay Area, or about 750 per congregation. Weighting for congregation size, our target group might be about 1000.

So, the group size may range between 1000 and 1700. In order to meet our goal of 100 new members, we will need to attract 300-500 target group members over five years (or 60-100 per year), considering a 20-30% conversion rate, or between 20-50% of the total target population of self-identified UUs. There may be additional people who were raised UU but do not identify as such. With no data, it is not possible to quantify this number, but there may be some additional members of this target group who might be open to reconnecting to UU.

Some portion of this group may be people who are former members, friends, or longer term visitors of UUCB, of whom we have names and contact information to use for outreach.

Many people pass through UU churches as children, young adults, and adults. Some may stay for a time, and may even take on an identity as a UU, finding sympathy with our values and our beliefs and theologies, but ultimately not feel engaged by our style or worship or the community, or simply not have the time or space for participation in a church, or they do not prioritize participation highly.

Some families participate for a time in UU congregations, perhaps irregularly, or just at holidays, and, for want of any other identification, people raised in these families may call themselves UU. (We see many examples of this at UUCB.)

Some people who were raised UU were very active in Liberal Religious Youth or Young Religious Unitarian Universalists. Weekend conferences were central to their experience of being Unitarian Universalist, characterized by intimate and supportive circles of friends and youth advisors. But when they transitioned into young adulthood, they found a style of worship rooted in the 18th century (forward facing pews, old hymns, sermon-centric services, humanism-based), rather than

the style that bloomed in the 1960s and 1970s throughout many spiritual and personal growth oriented communities (circle based, intimate, supportive, explorative, mystic). Few of these raised UUs continued on as UUs, although, interestingly, many of the most committed youth leaders became UU ministers.

To summarize, here are our segmented target groups:

- Adults who have been part of UU congregations (as either members or ongoing visitors) in the past, but currently are not, but retain UU identity. This includes former members, friends, and longer term visitors of UUCB.
- Adults who attended UU congregations as children, but not consistently or actively
- Adults who were active as youth in UU congregations or youth group community and youth conferences

The message, methods, and channels for these groups will need to be different.

II. Approach and Message

For raised UUs who had been active as youth, the primary message needs to be something like “Not your Parent’s Church”. If they are still open to being part of a UU congregation, we must convince them that church has changed, and that we embody much more of the intimate, heart-based, participatory, and spiritual experience of their youth. (Of course, we also need to deliver on this promise.) If they are still young adults (20s-30s), it is all the more crucial that we engage them during this period in their lives during which they are building more permanent self-identities. The calling of a new minister at UUCB may be an opportunity to connect with and reach out to this group, with the promise of a new era and generation of ministry.

For people who were once part of a UU congregation as adults, particularly former members of UUCB, we must understand and address why it was they didn’t feel enough connection to remain. Was it that there was no organized pathway to engagement, and did they just drift away? Did they not feel connected to the community, or was there something specific they were seeking but did not find? It may be possible to survey past members and longer term newcomers who ultimately did not find permanent connection and engagement at UUCB.

For people raised tangentially or irregularly as UUs, there may be an opportunity to present ourselves anew. They may have a vague connection and identity as UU (“My family went to a UU church, mostly on holidays”), they may have warm and nostalgic memories, but they may not have a real sense of what UU churches practice. Some of these folks may now have children, and by default, UU is what they would fall back on if they were seeking a spiritual community. Others may be also re-exploring as young adults. If we are able to attract this group to UUCB, we must provide an extraordinary first-time worship and welcoming experience.

For all of these groups, we can appeal to UU tradition and history – our support of civil rights, LGBTQ marriage equality and civil rights, and women’s equality, as UU being on the vanguard of progressive social change. We might also be able to appeal to family traditions, of carrying on and passing on traditions to succeeding generations.

III. Additional Research Needed

Some additional research in the form of interviews and surveys would be helpful to better understand these target groups. This research could include:

- Interviews of Raised UUs at UUCB: What brought you back, and what keeps you here?
- Surveys of past members and newcomers: Why did you leave? What was lacking in organization (welcoming, pathway to engagement) or in programs?
- Interviews of UUs not connected to congregations – at UU Family Camp, for example, or other district affinity groups (Men’s Groups, Pagans, district youth advisors). What would bring you into a congregation?

IV. Methods

To varying degrees, it will be necessary to provide experiences unlike those that these groups have experienced in UU churches before. We as a worshipping congregation must be open to experimentation. The 9am worship service might be an ideal time to conduct such experiments and provide these experiences. The 9am worship service could be used as an experimental and experiential laboratory for participatory, intimate experiences. Different possibilities for worship might include café style seating with short facilitated sharing, movement based worship, chanting based worship, meditation, varied forms of music, all with less focus a sermon and more inclusion of participatory worship and spiritual practice of the these sorts.

If UUCB was to fully commit to 9am worship, it might even include a simple breakfast or brunch and a cappuccino cart that would be available only after the 9am service.

The arrival of new minister may also provide opportunities for engaging these groups, particularly if the new minister was raised UU, and if the minister was called to actively participate in experimenting with these new (old to raised UUs) forms of worship, in both the 9am and 11am services.

Brainstorming on ways to attract these target groups could also be done at a “Raised UU Summit”, including such people as Susan Lankford, Anne Greenwood, Ann Harlow, Todd Strickland, David Kimball, Sue Magidson, Elaine Miller, Molly Johnson, and others.

V. Channels

There are several channels that may be effective ways of reaching these target groups:

- UU World mailing lists – direct mail to UU World subscribers, with an announcement of our new minister
- Facebook – demographic targeting of interests in Unitarian Universalism or liberal religion
- UU Camps and affinity groups - UU Family Camp, PCD and UUCB affinity groups with participants not members of UUCB – men’s group, humanists, writing groups, youth advisors
- Solano Stroll – We always meet people who were raised UU or had attended UUCB or other UU churches. For the 2016 Stroll, prepare special outreach materials for this group, and have a flyer with the announcement of our new minister, with promises of a “new generation of ministry”.
- Previous members and newcomers – specific targeting to these groups highlighting the calling of new minister, new worship opportunities, new energy and activism in social justice – target as appropriate as we understand why these people left UUCB or were never fully engaged.

VI. Outreach and Inreach Responsibilities

TBD

VII. Path to Engagement

TBD

XI. Task Plan, Timeline, Budget

Phase I (April – September, 2016)

1. Convene a “Raised UU Summit” to envision ways of engaging un-churched UUs.
2. Conduct interviews of raised UUs at UUCB.
3. Survey past members and past newcomers.
4. Identify and survey known but un-churched UUs in the Bay Area, from Family Camp, Men’s groups, CUUPS, PCD Young Adult Network.

Phase II (4Q16– 2Q17)

1. Identify past UUCB members from UUCB Directories from the past 10-15 years.
2. Extend invitations to past UUCB members to the installation of our new settled minister.
3. Craft a letter to past members inviting them back to explore what’s happening at UUCB. Talk about our commitments to growing the depth and richness in our community across many dimensions.
4. Conduct Facebook and other Social Media based outreach campaigns to UUs – event based, special worship, music. Social justice.

Phase III (3Q 17 on)

Appendix: Personas for families seeking to create meaning



Julie and Chris are both twenty-five, and move to the Bay Area from the mid-west after college. Julie was raised UU, Chris was raised Catholic. Julie wants to re-connect with a UU congregation, Chris is happy to have left the Catholic church behind, and is not all that interested in church. Chris is a software engineer, and Julie is doing a PhD at Cal in molecular biology.

Although Julie still attends holiday services with her parents every year at her home UU congregation, she's never actually attended a UU church on her own. Julie and Chris are thinking about marriage and having kids someday, but nothing immediate is on the horizon.

They have a fair amount of free time, spent with friends who are other 20-somethings. They attend concerts, spend time outdoors –they do BRUNCH with friends, appreciate relaxed Sunday morning community making. Remainder of time is working. Julie spends a lot of time in the lab.

They are also interested in social justice – they've participated in Black Lives Matter marches and in the fossil fuels divestment movement. They both feel the Bern.

They are well connected on Instagram and Facebook.

They are both generally interested in connecting with Young Adults, and that is what would primarily draw them to UUCB. Julie would be interested in Weekend Young Adult Conferences, and Chris might tag along.